

# CWA Strategic Plan – 2006-2011

## I. Strategic Intent – Member Development

Develop CWA membership to enable the organization to be self-sufficient. Develop a compelling set of member benefits. Broaden efforts to identify new member segments within the scope of CWA's vision and mission, and attract and recruit new members. Maintain efforts to retain existing members.

### Major Member development Goals

- 1.0 Communicate with CWA members on a regular basis and inform members about new and existing CWA initiatives and projects.
- 2.0 Expand efforts to create a "CWA community" – both actual and virtual through events, meetings, educational offerings, and via cost effective technology.
- 3.0 Increase the level of constructive member participation and involvement in the CWA.
- 4.0 Expand and diversify CWA member benefits program through improved benefits for all members and targeted delivery of services designed to meet the needs of specific member segments, including new members.
- 5.0 Identify new constituencies for CWA membership and recruit those constituencies.
- 6.0 Increase CWA membership to 275 organizational members.

## II. Strategic Intent – Identity/Branding

The intent is to establish the CWA as a well-known, recognized, and reputable organization in the North American climbing community and with the public. Increase recognition of the CWA, and continue to differentiate the CWA from preceding organizations. Position the CWA as the primary source of information regarding risk management, insurance, education and standards for the climbing wall industry and the public. Define, promote, and deliver functional, tangible, features and benefits to our members, and the public, that promote competence in practice, quality in products and services, and a positive image for the manufactured climbing wall industry.

### Major Identity/Branding Goals

- 1.0 Communicate the new CWA brand to our members.
- 2.0 Connect the CWA with the public at large, positioning the CWA as the first stop resource on issues related to manufactured wall climbing.
- 3.0 Develop a PR campaign promoting the sport of indoor climbing.
- 4.0 Develop referral mechanisms to connect our members with the public.

## III. Strategic Intent – Standards Development

The intention is for the CWA to be the leader in standards development for the manufactured climbing wall industry. The CWA will develop widely-adopted, consensus-based standards, with a high degree of cooperation with other standard setting organizations. The CWA will advocate for the adoption of sound standards and will promote the interoperability of standards by working with national and international standard setting organizations such as ANSI. The CWA will develop and implement both engineering standards for the construction of manufactured climbing structures, and practice standards for the management and operation of manufactured climbing structures.

### Major Standards Development Goals

- 1.0 Publish design and engineering standards for manufactured climbing structures.
- 2.0 Revise operations standards for manufactures climbing structures periodically (Industry Practices)
- 3.0 Develop and maintain a research and development capacity for matters pertaining to standards development.
- 4.0 Develop, and publish 'white papers' or research on topics pertinent to areas of current or future standards development.

#### **IV. Strategic Intent — Government Affairs/Public Policy**

The CWA's intention is to protect and expand the recreational use of climbing facilities in North America. The CWA will attempt to influence government actions, policy development, and legislation to achieve either neutral or positive outcomes for the industry. By marshalling the industry's resources, involving industry members, maintaining reliable relationships, and using effective advocacy techniques; the CWA can position itself to effectively represent the manufactured climbing wall industry. CWA will employ an effective issues management process to that will focus its resources on advocacy at the state and, to certain extent, federal levels. Advocacy on the state level will attempt to achieve the best results for CWA membership.

##### **Major Government Affairs/Public Policy Goals**

- 1.0 Increase opportunities for recreational climbing and expand access to recreational climbing facilities.
- 2.0 Promote a unified position on behalf of the industry regarding public policy matters that affect the industry.
- 3.0 Improve CWA's effectiveness in advocating for the industry and influencing policymakers to support the recreational use of climbing facilities.
- 4.0 Support sound national legislative initiatives, in keeping with CWA's mission, that promote or expand funding for health and physical education, sports participation, and recreation.
- 5.0 Strengthen CWA's capacity for legal challenges and litigation to achieve timely, fair, and efficient adjudications and reasonable interpretations and application of the law.
- 6.0 Enhance and broaden CWA's capacity to form and work within coalitions that address our public policy goals.
- 7.0 Oppose state efforts to regulate recreational climbing facilities under amusement licensing statutes.
- 8.0 Promote prudent, cost-effective policies and regulations, where necessary, that support CWA standards.

#### **V. Publications/Communications/Information Systems Development**

The development, organization, and distribution of information pertaining to the industry is vital to its continued growth and success. The intention is to develop CWA into the central source of information and communication regarding the manufactured climbing wall industry – to become the industry's 'information broker'. The CWA will identify information of interest to members and the public and will determine cost-effective ways to distribute this information.

##### **Major Publications/Communications/information Systems Goals**

- 1.0 Identify member expertise that addresses the interests of others in the organization, and develop member expertise to generate and distribute usable information.
- 2.0 Commission, develop, publish and/or distribute pertinent information via print publications, web sites, conferences, educational offerings, other organizations, and the media.
- 3.0 Support research efforts and activities that support the industry and CWA standards.
- 4.0 Develop networks to allow the exchange of information via communications technology.
- 5.0 Act as a referral service for qualified vendors and/or a repository of information regarding members' activities and capabilities.

## **VI. Strategic Intent – Program Development**

The CWA's intention is to define and develop programs of interest to our members and to the general public that promote responsible recreational use of manufactured climbing facilities. CWA programs will be focused on the professional development of members and the improvement climbing related knowledge and information.

### **Major Program Development Goals**

- 1.0 Establish CWA as a comprehensive provider, or sponsor, of continuing professional education and training.
- 2.0 Develop and expand the ClimbSmart! Program as a national public awareness and education campaign to promote responsible, informed participation in climbing sports.
- 3.0 Develop symposia and workshops on important topics and issues important to our members.
- 4.0 Provide and/or facilitate consultation by CWA members for the membership or the public.

## **VII. Strategic Intent – CWA Conference and Events**

The CWA's intention is to develop and promote a constructive and collegial community within the manufactured climbing wall industry. Community building can best be done face-to-face. The conference will bring together a critical mass of members to discuss industry wide concerns and initiatives, promote information sharing, and improve opportunities networking. The conference will offer an opportunity to conduct CWA business cost effectively; and will provide opportunities for member training, education, and professional development

### **Major CWA Conference and Events Goals**

- 1.0 Sponsor and promote cost-effective regional and national membership meetings.
- 2.0 Develop a CWA Annual Conference to facilitate member growth, member involvement, ongoing professional education, and information sharing.
- 3.0 Promote the CWA Annual Conference as a nation-wide conference.
- 4.0 Convene special events to address topics deemed important to the organization's constituencies.

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